The 21st Century Marine Corps

Continuously Adapting

Marine Corps Combat Development Command

Capabilities Development Directorate
MAGTF Integration Division

Always Evolving

- **We continue to:**
  - **Embrace change**
  - **Build upon the strengths, not the habits, of today's force**
- **We're building capabilities to help Combined, Joint, & Interagency Force Commanders:**
  - **Prevent instability before -**
    - "No Greater Friend"
  - **Enable stability after -**
    - "No Worse Enemy"
  - **Transition back & forth thr**
    - "Nation's Premier Expeditionary Force-in-Readiness

"War is both timeless and ever changing. While the basic nature of war is constant, the means and methods we use evolve continuously."

- Fleet Marine Force Manual 1, 1989

Challenges → Concepts → Capabilities

Strategic Landscape

Challenges → Concepts → Capabilities

- **The Irregular Challenges**
  - A global radical Islamist insurgency
  - Asymmetric warfare fought by decentralized groups
  - Exploitation of failed and failing states: intra-state conflicts
- **The Traditional Challenges**
  - Regional powers with conventional and (some) nuclear capability
  - Continued instability created by inter-state conflicts

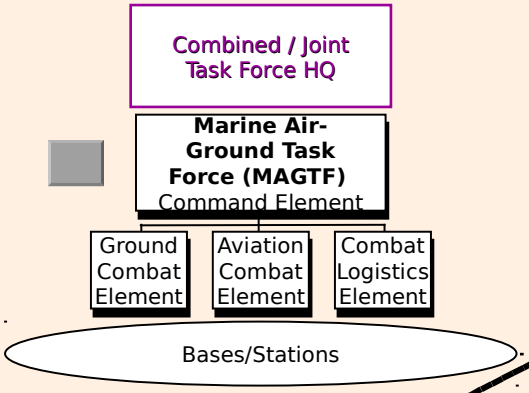
"In this environment… we must be able to adapt to broad strategic conditions and wide-ranging threats."

- General James T. Conway, USMC
Commandant of the Marine Corps

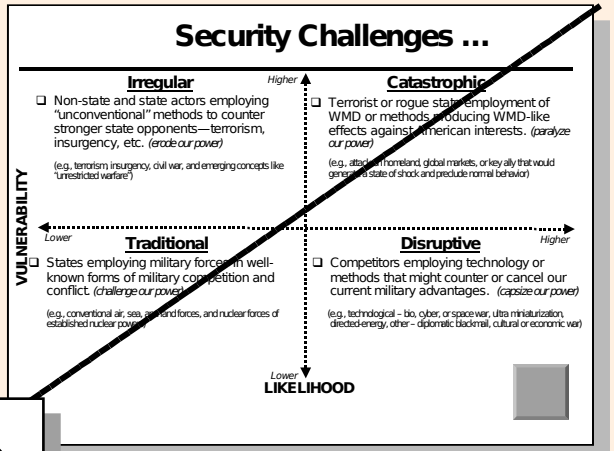
Complex Mix of Non-Traditional & Traditional

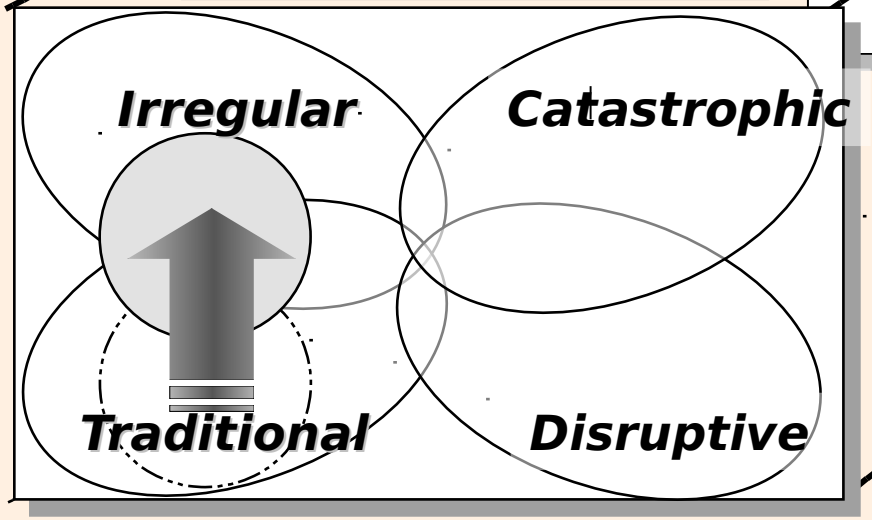
Adjusting Our Aim

Challenges → Concepts → Capabilities



Rebalanced
Capabilities
Irregular & Traditional


Security Challenges ...
Irregular
Higher
Non-state and state actors employing "unconventional" methods to counter stronger state opponents—terrorism, insurgency, etc. (erode our power)
(e.g., terrorism, insurgency, civil war, and emerging concepts like "unrestricted warfare")
Catastrophic
Terrorist or rogue state employment of WMD or methods producing WMD-like effects against American interests. (paralyze our power)
(e.g., attack on homeland, global markets, or key ally that would generate a state of shock and preclude normal behavior)
VULNERABILITY
Lower
Higher
Traditional
States employing military forces in well-known forms of military competition and conflict. (challenge our power)
(e.g., conventional air, sea, and land forces, and nuclear forces of established nuclear powers)
Disruptive
Competitors employing technology or methods that might counter or cancel our current military advantages. (capsize our power)
(e.g., technological – bio, cyber, or space war, ultra miniaturization, directed-energy, other – diplomatic blackmail, cultural or economic war)
Lower
LIKELIHOOD

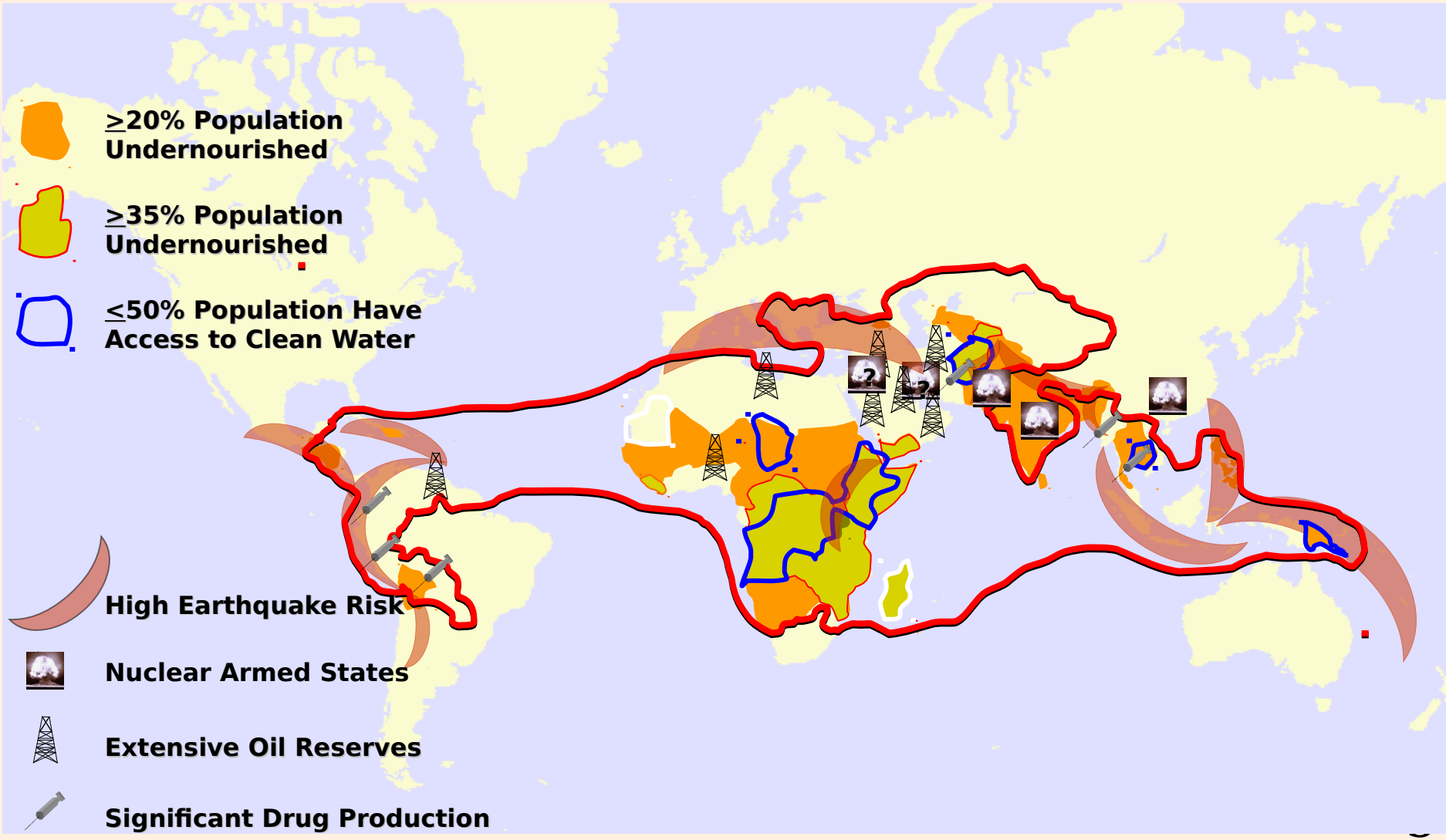


"This war demands flexible organizations… the MAGTF is better prepared to execute the full range of irregular warfare tasks than any other formation."

- General James T. Conway

The "Arc of Instability"

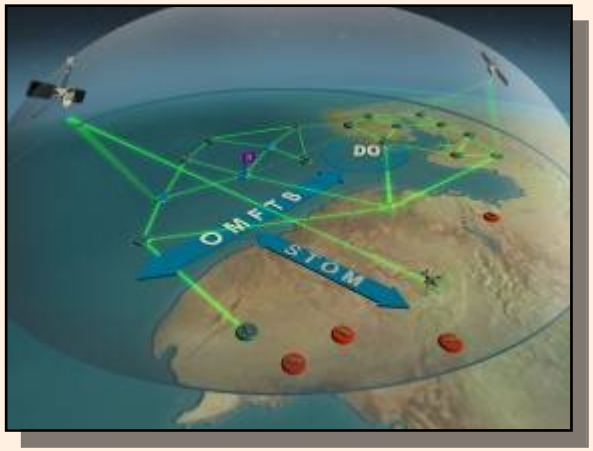
Challenges → Concepts → Capabilities



45 Insurgencies—*All* within the Arc of Instability

Enduring Concepts

Challenges → **Concepts** → Capabilities

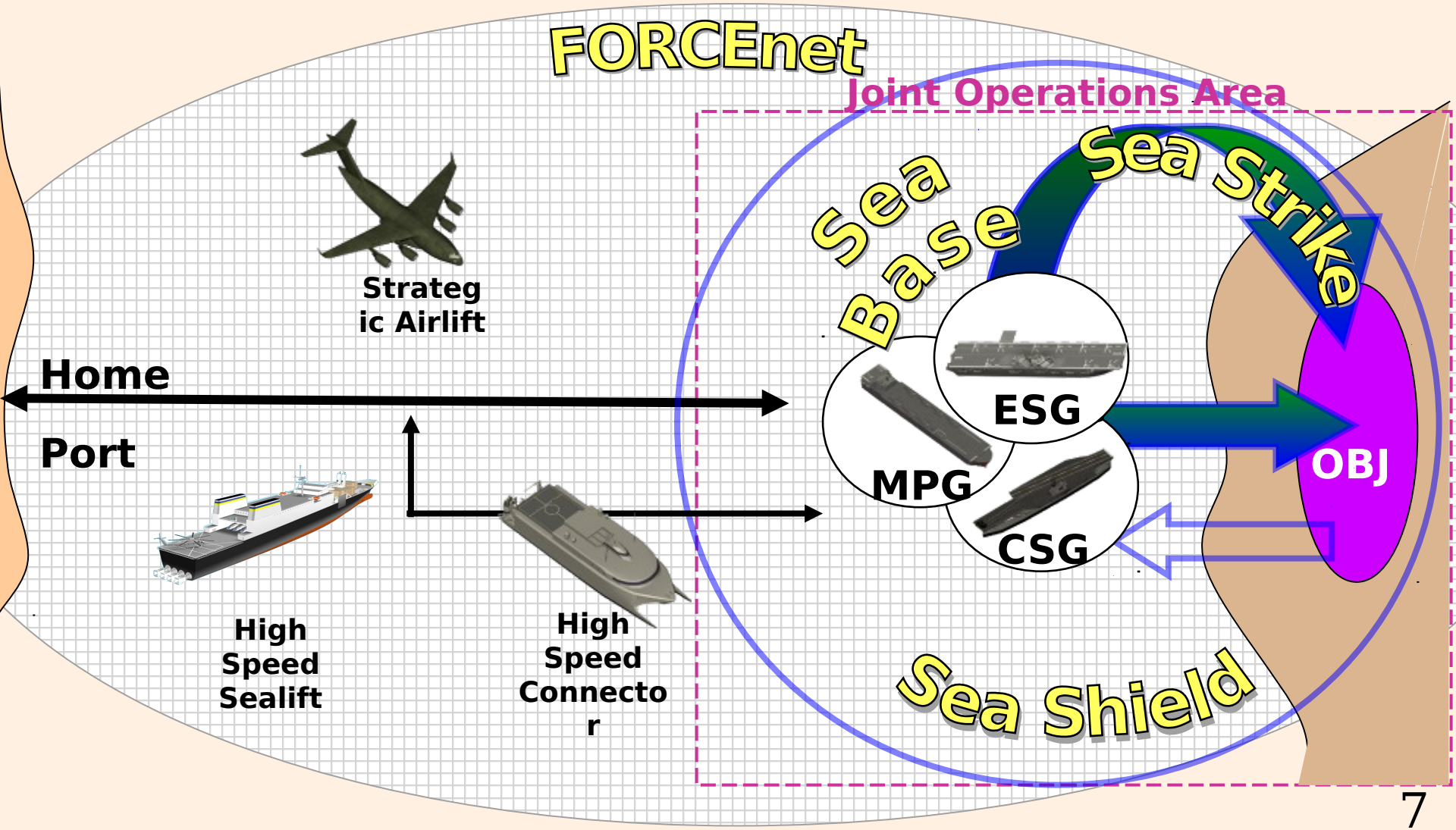


- **Integrated & overarching concepts drive our design of future forces**
- **Seabasing:** leveraging forward presence to project, protect, & sustain combined arms capabilities from the sea
  - **Operational Maneuver From the Sea (OMFTS)** Exploiting the sea as the means of gaining advantage to resolve "Chaos in the Littorals"
    - **Ship-to-Objective Maneuver (STOM)** Projecting combined-arms forces by air & surface directly to critical operational objectives, dislocating adversaries in space and time
  - **Distributed Operations (DO)** Informing training, education, & equipment for junior leaders, to expand awareness & influence across the battlespace

Redefining Power Projection ...*From the Sea*

Seabasing

Challenges → **Concepts** → Capabilities

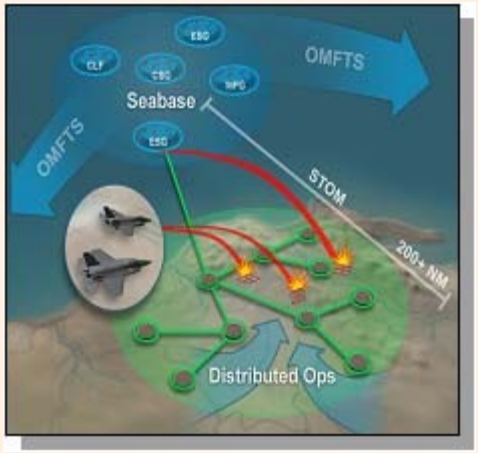


The Sea is the Base We Take With Us

Distributed Operations

Challenges → **Concepts** → Capabilities

- **The next step in Maneuver Warfare**
- **Adapting our methods**
- **Remaining a flexible combined arms force**
- **Enabling combat-experienced decision-makers by distributing authority**



- **Concept:**
  - Create spatial & temporal advantage via new capacity for integrated action by physically dispersed units
  - Sense and act across an expanded battlespace
  - Distribute & reaggregate seamlessly
  - Design operations to dynamically link both concentrated and distributed forces
- **Exploit:**
  - Networked command & control
  - Joint & organic fires

Focused on Marine Leaders- At Every Level

Integrated Intent

Challenges → **Concepts** → Capabilities

- **Naval Operations Concept 2006 (NOC)**
- **Marine Corps Operating Concepts (Grey Book):**
  - **Forward Presence, Security Cooperation & Counterterrorism**
  - **Crisis Response**
  - **Forcible Entry**
  - **Prolonged Operations**
  - **Countering Irregular Threats:**
    A New Approach to Counterinsurgency
- • **Sea as maneuver space**
  • **Distributed and aggregated operations**
  • **Strategic, operational, & tactical levels of war**

Distributed Operations

Seabasing

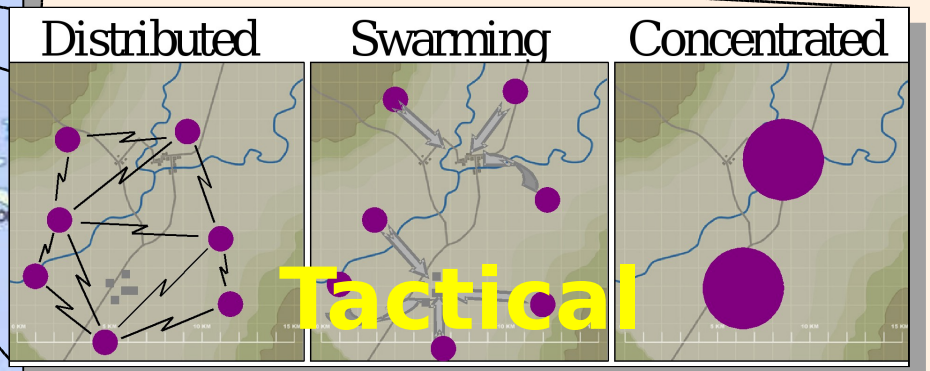
A "Framework that will Focus our Creativity, Initiative, & Judgment"

Comprehensive Force Development

Challenges → Concepts → **Capabilities**

Across the:

- **Levels of war-**
  Strategic, Operational, & Tactical
- **Range of military operations-**
  Shaping & Engagement to Enabling Civil Authority (Phase 0 - Phase 5)
- **Domains of the battlespace-**
  Air, Land, Sea, Space



Prevent Instability, Enable Stability, Transition Rapidly

Preventing Instability

Winning Consistently, in Small Ways, in Many Places

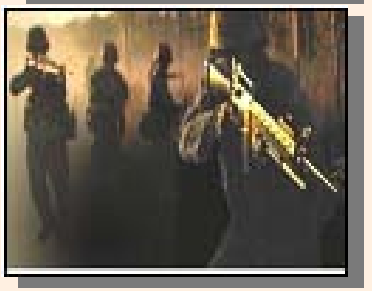
- **In order to enable JFCs to distribute forces to understand the operational environment, shape the potential battlespace, & create opportunity**
  - By developing new concepts for forward posture and forward engagement to drive force development
  - By establishing a Center for Advanced Operational Culture Learning (CAOCL) to navigate the operational "human terrain"
  - By activating a Marine Special Operations Command (MARSOC) to increase SOF capacity & MARFOR interoperability, FMTU to train, equip, and advise partner forces for foreign internal defense
  - By establishing Active Duty PSYOP teams, Info Ops staff to influence decision-making and behavior by adversaries and observers
  - By expanding Anti-Terrorism (AT) and Non-Lethal (NL) capabilities with a Reserve AT Battalion; the NL Weapons Capability Set, AT/FP Checkpoint Set & Laser Dazzlers to provide additional options

Expanding & Invigorating Relationships w/ Strategic Partners

Enabling Stability

Multiplying Pressure on Selected Adversaries

- **In order to enable JFCs to assemble forces to defeat critical adversaries, stabilize the Joint Operations Area, and transition responsibilities to civilian authorities**
  - By exploiting new forward engagement to develop understanding & relationships that will amplify our ability to lead Forcible Entry Operations & create access
  - By empowering small unit leaders with expanded training & education to proliferate decision-making
  - By providing more Infantry, Artillery, Tank, & Logistics Battalions to increase sustainable, combined-arms capacity for “boots on the ground”
  - By developing an adaptive and scalable logistics system that integrates Navy and Marine Corps processes to enable maneuver by optimizing support from the sea base



Capitalizing on our Command of the Commons to Project Power into the Contested Zones

Transitioning Rapidly

Accelerating Force Deployment, Employment, & Sustainment

- **In order to enable the Navy- Marine Corps Team to provide CJFCs w/ scalable, task-organized capabilities across the Range of Military Operations**
  - **Networks** to increase velocity of intelligence-to-action
    - By extending our networks to every tactical level
    - By developing an interoperable enterprise compatible w joint, coalition, and civil agencies
  - **Actionable Intelligence** to expand understanding of adversaries
    - By adding Reconnaissance and Counter Intelligence capacity to provide Persistent Surveillance, Human Intelligence & Direct Action
    - By expanding and reorganizing intelligence analysis organizations
  - **Coalition & Interagency linkages** to enable unity of effort
    - By creating Active Duty Civil Affairs Planners for every Marine Expeditionary Force (MEF) and Marine Expeditionary Unit (MEU) to coordinate civil - military planning
    - By adding an additional Air/Naval Gunfire Company (ANGLICO) to connect coalition partners with joint fires

Preventing Instability

Roadmap

FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20 >>

•Infantry Bn's •EOD •PSYOP •Info Ops •MP Co's

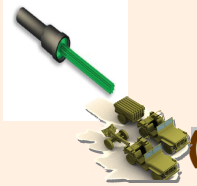
• MARSOC

Study: Irregular Warfare Analytic Baseline

Fwd Engagement: • W. Africa Trng Cruise • SHARED ACCORD • AFR

Center for Advanced Operational Culture Learning (CAOCL)

Mine Resistant Ambush Protected (MRAP) Vehicles



Laser Dazzlers

Expeditionary Fire Support System (EFSS)

Internally Transportable Vehicle (ITV)

Sea Viking 08 Exp: Distributed Ops - Sustainment & C2

Mobility Denial System

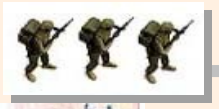
Vertical UAV

Concepts | Structure | Ops &Training | Studies | Experiments | Programs

Enabling Stability

Roadmap

FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20 >>



•Infantry •Light Armored Recon

MAGTF MOUT Trng

Study: MAGTF Fires

Study: UAS Cost & Capability

Concept Development and Experimentation: Sense & Respond Logistics

LW 155 Howitzer

Synthetic Environments and Tactical Decision Simulation

MV-22 Osprey

High Mobility Artillery Rocket System (HIMARS)

Expeditionary Fighting Vehicle (EFV)

F-35B Joint Strike Fighter (JSF)

CH-53K

Concepts | Structure | Ops &Training | Studies | Experiments | Programs

Transitioning Rapidly

Roadmap

FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20 >>

•Intel •Civil Affairs •ANGLICO •Logistics •Recruiting •Training

3 Block War MAGTF Pre-Deployment Trng

KC-130J

Process: Logistics Modernization (LOGMOD)

Process: Marine Corps Center for Lessons Learned (MCCLL)

Process: Marine Expeditionary Rifle Squad

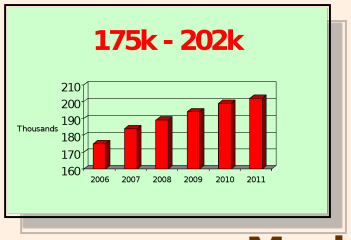
Study: Overarching Ground Mobility

Common Army/Marine C2 (CAMC2)

Ground Combat Tactical Mobility

UH-1Y/AH-1Z Light Attack Squadrons

Joint Tactical Radio System



LHA (R)

Joint Light Tactical Vehicle (JLTV)

Marine Personnel Carrier (MPC)

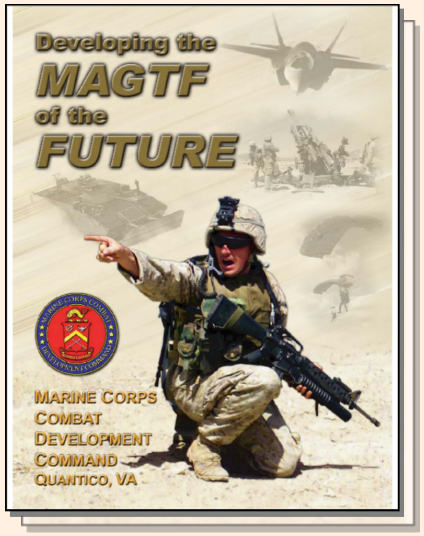
MAGTF C2

Concepts Structure Ops &Training Studies Experiments Programs

DC CD&I Priorities

Challenges → Concepts → Capabilities

- **LtGen Amos's 8 Major Lines of Operation**
  - **C2 Harmonization**
  - **Expeditionary Ship Requirements**
  - **Ground Combat Tactical Mobility**
  - **Irregular Warfare**
  - **Distributed Operations**
  - **Marine Corps Base Quantico**
  - **Strategic Vision Group**
  - **World Class Marine Corps Univers**



Current Focus Areas

Adapting Marine Corps Capabilities

- **Preserving our unique ethos**
- **Innovating for the future**

"As a Corps, we must remain faithful to our enduring mission — to be where our country needs us, when she needs us, and to prevail over whatever challenges we face."

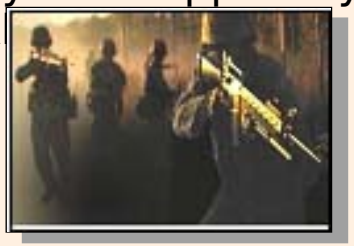
- General James T. Conway, USMC
Commandant of the Marine Corps

Back Ups

The 21st Century Marine Corps

Continuous Adaptation

- **New Concepts:** ***Not Just for D-Day***
  - • Marine Operating Concepts for a New Security Environment
  - • Distributed Operations
- **New Forces:** ***Add Capacity, Increase Interoperability***
  - • Marine Forces Special Operations Command (MARSOC) with • Foreign Military Training Unit (FMTU)
- **New Understanding:** ***Win on Human Terrain***
  - • Center for Advanced Operational Culture Learning (CAOCL)
  - • Forward Engagement: Africa, Guam
- **New Reach:** ***Expand the Battlespace***
  - • MV-22 Osprey, • F35B Joint Strike Fighter, •CH-53K Heavy Lift
  - • Expeditionary Fire Support System (EFSS), • High Mobility Artillery Rocket System (HIMA



Rebalancing Our Capabilities

The 21st Century Marine Corps

Building on Strength

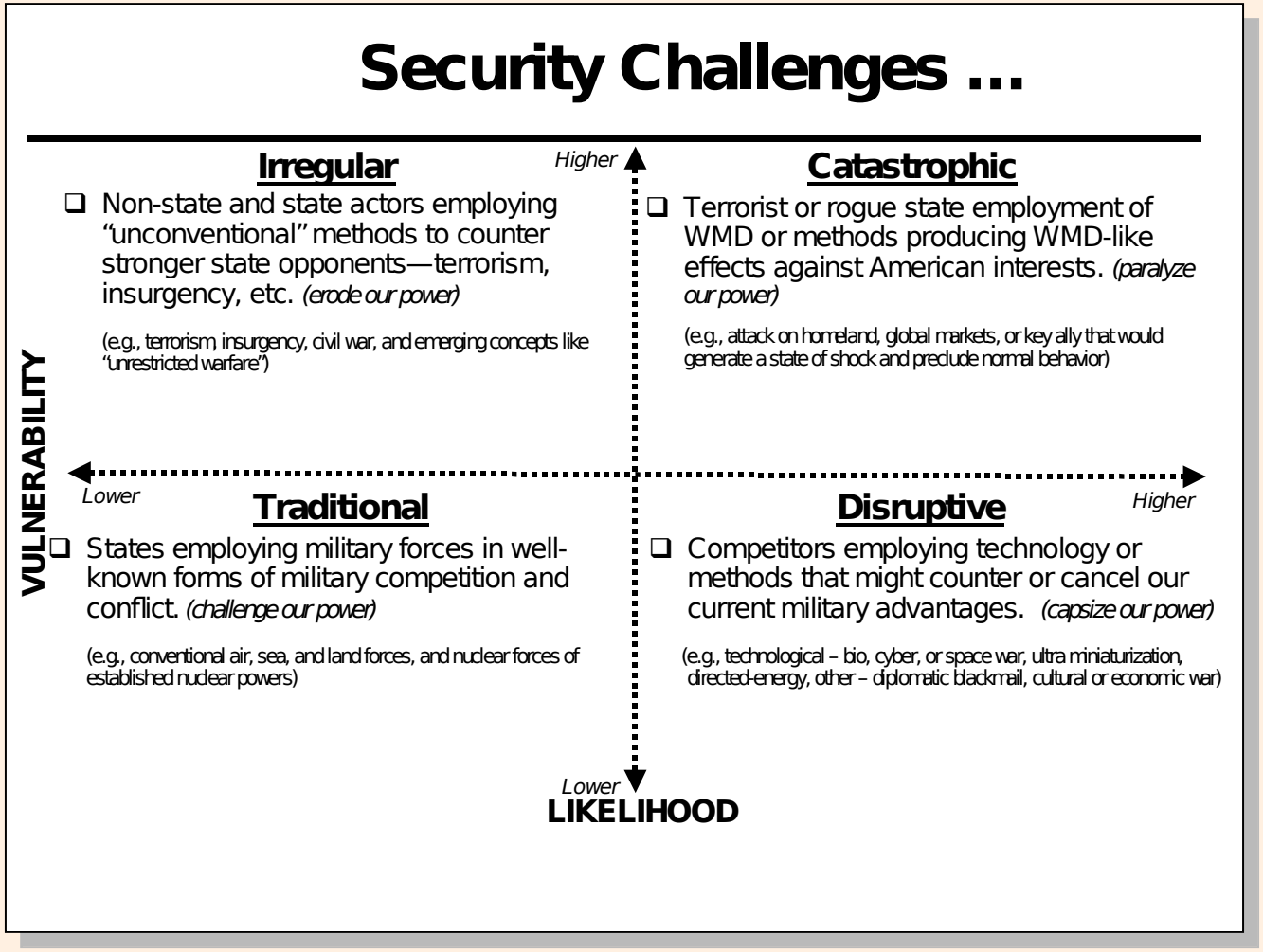
- **New Mobility: *Maneuver in Every Environment***
  - • Ground Mobility Initiative, • Internally Transportable Vehicle (ITV), • Joint Light Tactical Vehicle (JLTV), • Light Armored Marine Infantry Carrier (LA MIC)
- **New Networks: *Extend the Grid***
  - • Common Aviation Command & Control System (CAC2S), • Distributed Common Ground Station (DCGS-MC), • Global Combat Support System (GCSS-MC), • Marine Corps Intel Surveillance Recon – Enterprise (MCISR-E) and • Marine Air – Ground Task Force Command & Control (MAGTF C2)
- **New Intensity: *Prepare the Man in the Box***
  - • Enhance training & education of career Marines, • Acquire squad as a sy d t ires &

" Our most effective weapon remains the individual Marine who out-learns, out-thinks, and out-fights any adversary."

General M. W. Hagee

Embrace Change, Preserve Ethos

The "Quad Chart"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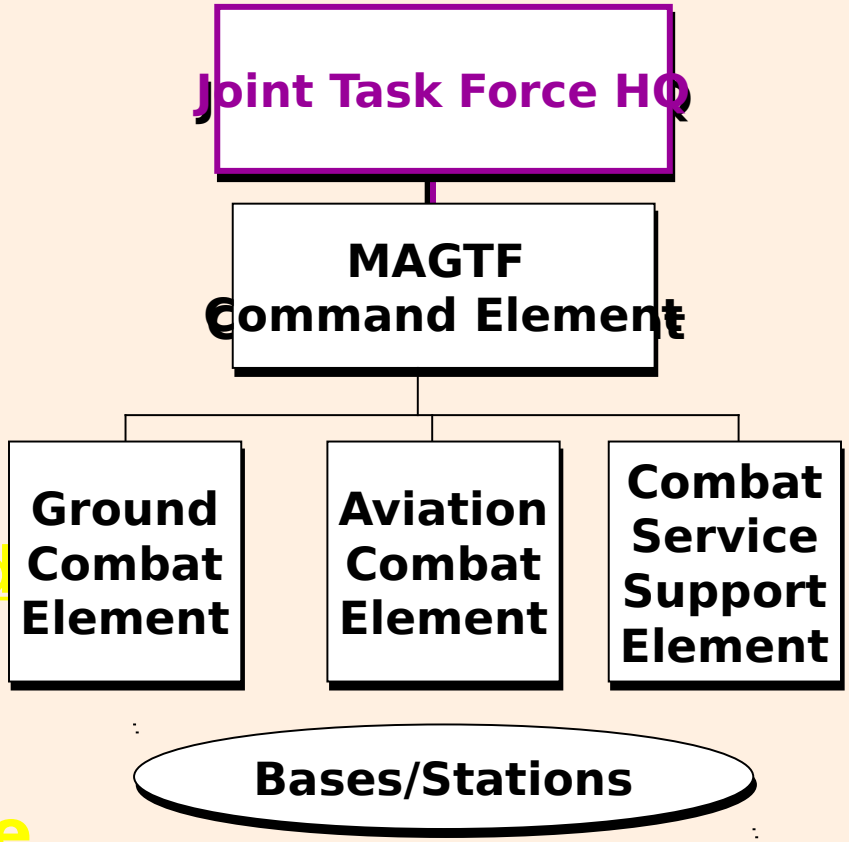
(e.g., technological – bio, cyber, or space war, ultra miniaturization, directed-energy, other – diplomatic blackmail, cultural or economic war)
Lower
LIKELIHOOD

Probabilities vs. Dangers

Marine Air-Ground Task Forces

MAGTFs



Scalable, Tailorable Combined-Arms Teams

Enhanced National Capabilities

SPMAGTF / MEU

Forward-deployed Forces

Persistent: **Provide an agile & networked sea-based force for shaping & engagement –** ***Continuous***

MEU

Immediate: **Generate and exploit actionable intelligence, employ joint fires, establish JTF C2 –** ***Within Hours***

Prepositioned & Surged Forces

MEB

Rapid: **Execute Joint Forcible Entry, enabling follow-on Joint Force operations –** ***Within Days***

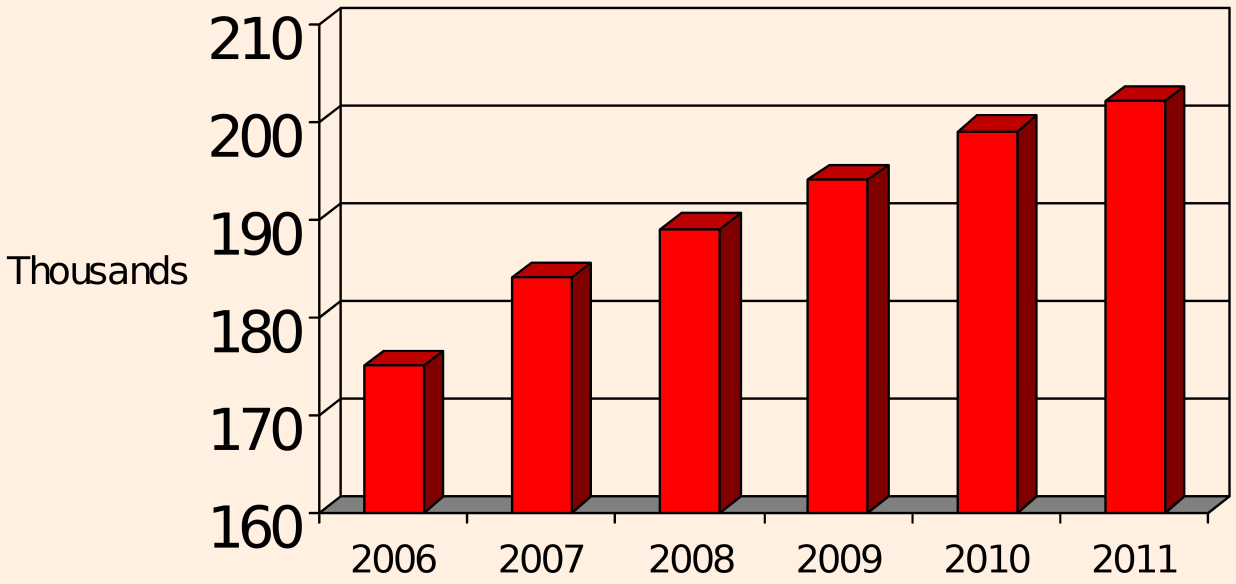
Decisive: **Achieving operational level objectives with sustainable force; reconstituting and reemploying –** ***Within Weeks***

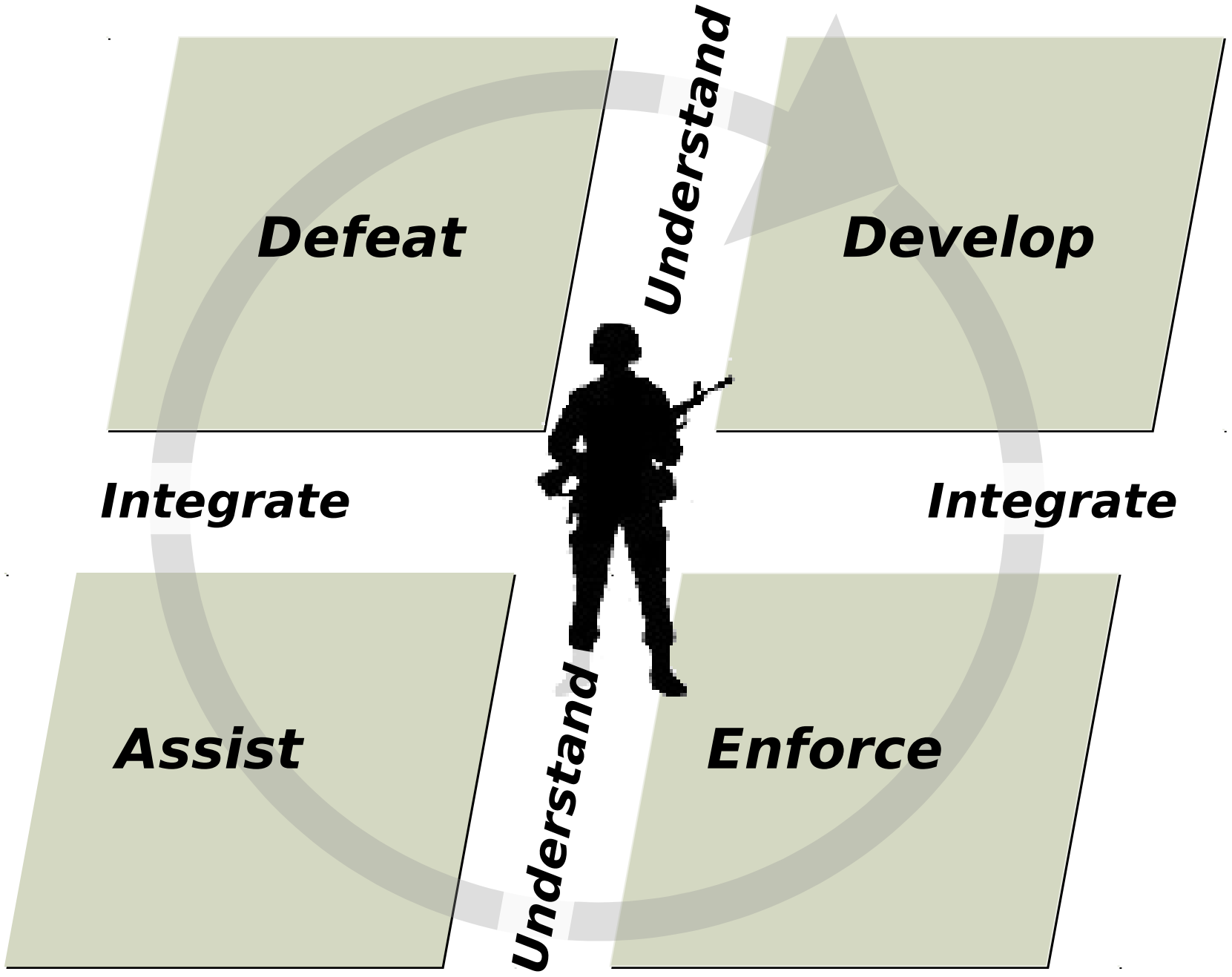
MEF

Shaping & Engagement → ***Major Combat Operations*** → ***Stabilization & Reconstruction***

Challenges → Concepts → **Capabilities**

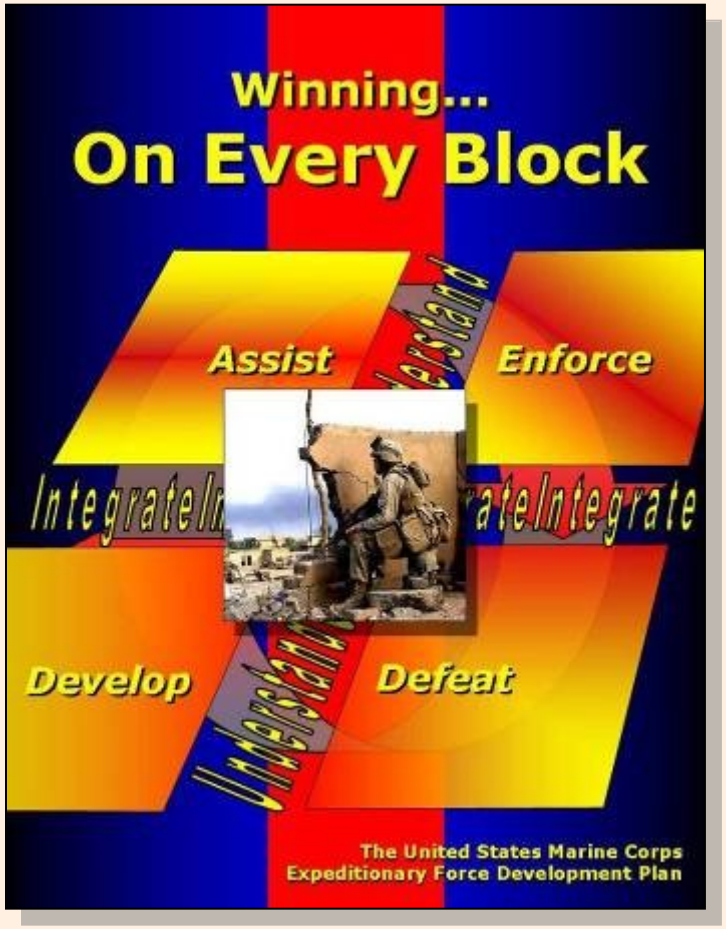
175K – 202K


Thousands
210
200
190
180
170
160
2006
2007
2008
2009
2010
2011


Defeat
Understand
Develop
Integrate
Integrate
Assist
Understand
Enforce

… On *Every* Block

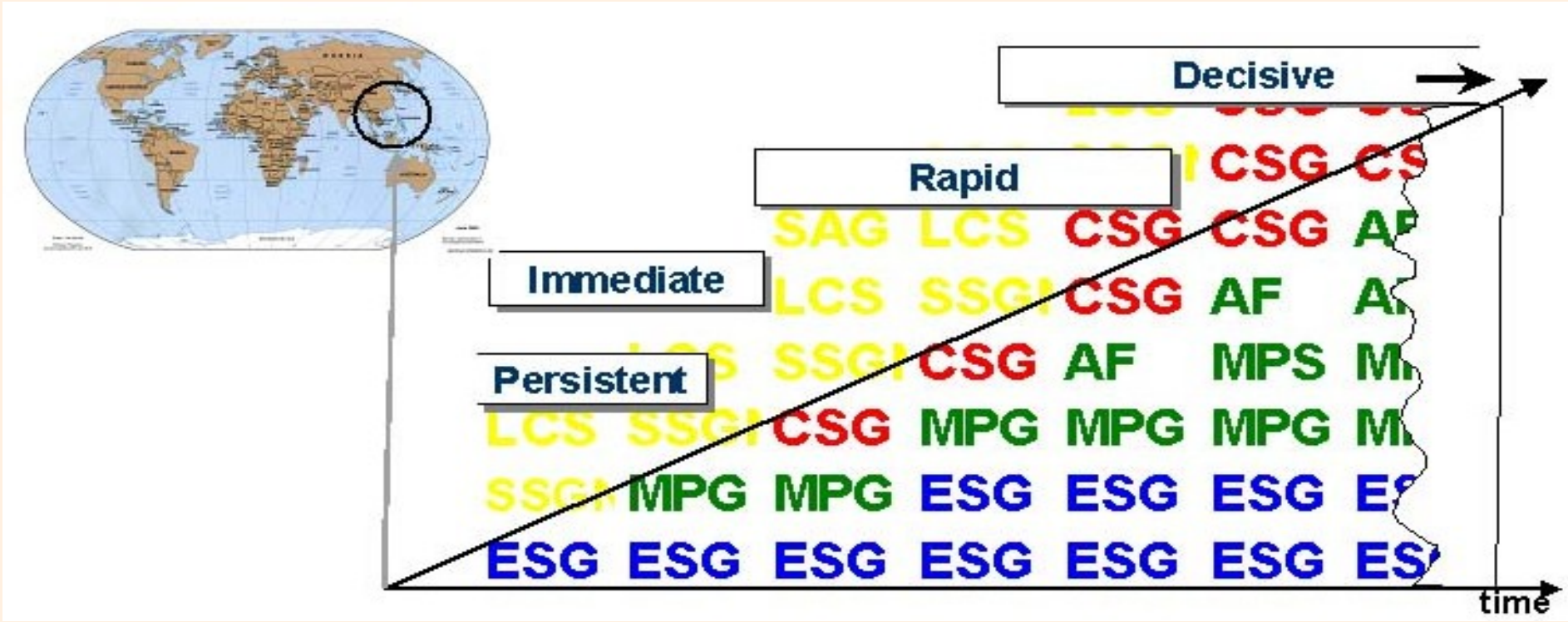
- **Changing Perceptions**
  - Internal
  - External
- **Preparing Marines**
  - Across DOTMLPF
  - Mid- and far-term
- **Equipping JFCs**
  - In any place
  - At any time
  - Against any adversary



"Victorious warriors win first and then go to war, while defeated warriors go to war first and then try to win." -Sun Tzu

Organize

Modular & Adaptive Capability Sets



"This new distributed combat force provides … the ability to immediately transition from a posture of deterrence to one that supports full-scale joint combat operations with long- term sustainability."

- Naval Operating Concept for Joint Operations

Complementary Capability Packages

Recommended Reading

- Naval Operations Concept 2006
- Marine Corps Operating Concepts 2d Ed.
- National Military Strategy
- Joint Operations Concept
- Expeditionary Maneuver Warfare
- Ship to Objective Maneuver
- Sustained Operations Ashore
- Maritime Prepositioning Force (Future) (being updated)
- Enhanced Networked Seabasing
- Distributed Operations

- Strategic Planning Guidance (Classified)
- Major Combat Ops JOC
- JFEO JIC
- Urban JOC (forthcoming)
- Military Operations On Urbanized Terrain
- Seabasing JIC

http://www.mcwl.usmc.mil/concepts/home.cfm